



Incidentally

Issue 2 Winter 2003

R&S Group Acquisition

ADP has made its second major acquisition of 2003 with the purchase of the R&S Group based in the South West of England. The R&S Group has grown rapidly over the last three years and now operates four practices in Somerset; Frome, Bridgwater, Taunton and Yeovil with currently 18 chairs between the practices. The practices are mainly NHS with an element of private work. Raija Lehtela and Steve Frampton have joined the ADP group with the acquisition. Raija was previously the Practice Principal and Steve managed the business side of the operation, both will continue their roles. The group is ideally placed to expand with good quality practices in an area of high demand for NHS dentistry.

ADP has stated its intention to expand the operation in the South West and sees the acquisition of the R&S Group as being the first stage of this development. Two practices already operating within the ADP group, Salisbury and Gillingham, will join the R&S Region with Steve



Laura Woolmington (sitting), Raija Lehtela (left), and Gemma New (right)



Frampton taking over the management of the practices.

Raija says "I see joining the ADP group as being a very important step and one which will benefit the Dental Surgeons, staff and patients of the R&S Group as well as those who already work within ADP". She also believes that both businesses will benefit by sharing their experiences of the dental market to allow ADP to meet the demands of the options for change agenda. ■

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New Practice Structure

ADP has plans for a major initiative with the rolling out of a new structure within our practices with the introduction of Practice Manager and Lead Clinician. We envisage implementing these new roles in most of our practices over the coming months. This will provide the business with more local ownership and accountability at practice level, improve patient care and allow for the continuous improvement of clinical standards. As part of this rollout all new Practice Managers and Lead Clinicians will undergo a structured training programme to better enable them to fulfil the requirements of their new roles. ■

Chairman's Report

Second Birthday

In ADP, we are coming up to our second birthday as a new company. So, how has our first two years gone?

From being a fairly insignificant player, we have already become one of the major dental corporates. With our 38 practices we now rank about number four amongst the big dental companies.

This year we made two major acquisitions, welcoming the Healy Dental Group in East Anglia and R&S Dental in the South West in to the wider group. We also opened our squat in Haywards Heath, bringing our total practice numbers up to 38. With the help of these new members of the family, our turnover hit £1 million per month for the first time in October.

But, our efforts have not just gone in to expanding. In fact most of our energies have been devoted to making our practices work even better. In addition to investing in our physical properties (Edgware Road, for example, has virtually been rebuilt), we have worked hard at introducing clinical governance procedures, have computerised every practice and generally improved both our clinical and commercial systems. I would like to think that all this effort now means we are a better-run company that offers our patients even better care and service.

On the people front, we have also done much. Our dental nurses are now being encouraged to go through formal training and we

continue to support our dentists in 'continuing professional development'.

On the negative side, we, like the rest of the dental sector, continue to struggle to find enough high calibre dentists in the UK. Our dental schools simply do not produce enough graduates each year and it is not going to change! We are being quite creative about the problem, with various recruitment initiatives underway abroad.

All in all, we are pleased with our first two years. Everyone has done a great job! ■

Richard Flaye, Chairman, ADP Holdings Ltd

Report by Office of Fair Trading on Dentistry

Earlier this year the Office of Fair Trading carried out a report into Private Dentistry. Following their findings they launched a customer information campaign, which I have summarised.

Consumers can get a better deal by asking dentists for clearer information on prices and treatment options. Around seven million people regularly receive private dental care. In a market worth over £1 billion, the OFT found that consumers lack the necessary information on prices and treatment options to make choices about what dental services best meet their needs. The majority of dental practices do not publish guide

prices for common treatments or provide an estimate of individual treatment costs in advance.

The OFT recommends that dental practices provide- and that consumers ask for:

- The cost of registration and an initial examination
- Guide prices on treatment and services
- Written and costed treatment plans, with information on alternatives where appropriate
- Itemised invoices of treatment carried out.

Dentists should also make it clear whether a treatment is being provided on the NHS or Privately,

and explain what procedures they have in place to resolve complaints.

At ADP, we have made a significant investment in systems and procedures to make it as easy as possible for dentists to fully comply with the OFT guidance notes, including facilities for itemised billing and provision of treatment options. We have published private fee guides, The Patient's Charter, and updated the complaints procedure, all to assist clinicians in demonstrating they, as professionals, are leaders in good dental practice. ■

Jitesh Patel, Clinical Director

Options for Change

Everybody had probably heard of 'Options for Change'. By now you may be asking 'what does it mean for me and for ADP?'

Firstly, what are the main points of 'Options for Change?' Well, it probably is the biggest proposed shake-up of UK dentistry since the founding of the NHS in the late 1940s. It is a government proposal that is likely to happen in the spring of 2005.

The main changes are that the contract for providing dentistry under the NHS will be between the local Primary Care Trust and the dental practice. At the moment, the contract is between the Dental Practice Board and the individual dentist.

In 2005, the PCTs will 'block contract' with dental practices to look after a certain number of patients in their areas, say 10000.

There will be agreed standards of care but the current six-month check up will go. Check ups may be done on an 18-month frequency, leaving more time to cover more patients or do more work on each patient.

The core 'items of service' those works that may be done on the NHS will probably also reduce in number. So, more work will have to be done privately.

How will this affect us in ADP? In general, we think that we will benefit. The PCTs are likely to prefer to deal with companies that are established and used to working commercially. They will also want to give contracts to practices/companies that can deal with a lot of the patients in their areas.

The PCTs will also require contracting practices to have

certain standards, such as Clinical Governance systems, disability access and computer records that can be audited. Here, we certainly have an advantage. ADP and the other corporates have been investing heavily in these sorts of measures for quite a while.

Whilst we may do well, the dental practices that are going to suffer are likely to be the smaller one or two man bands. They will find it difficult to negotiate and may not meet the standards the PCTs require. As a consequence, we can expect quite a number of practices to choose to come and join us.

The Options for Change is going to be radical. We have nothing to fear, as we should benefit. ■

Richard Flaye, Chairman, ADP Holdings Ltd

Finders Fee

Please be advised that the rules for the Finders Fee scheme have been altered slightly.

Policy

We have a policy for rewarding all staff for making introductions to dentists.

If a new dentist is appointed as a result of your recommendation, and the dentist then works for ADP for three months continuously, the staff member who recommended the dentist will receive a bonus of £1,000 (subject to taxation as appropriate). If that same dentist works for ADP for twelve months continuously, the staff member who recommended that dentist will receive a further £1,000 (subject to taxation as appropriate).

Procedure

1. The HR department must be made aware through the successful candidate's application, that they have been introduced to the company by a current employee/contractor.
2. The application must be independent of any agency or newspaper / magazine advertisement.
3. Both the successful candidate and the employee must still be in the employment of the Company, and not under notice, at the end of the candidate's third and twelfth month. (This may be extended if there are performance issues).
4. If the same candidate is introduced by more than one employee, the award may be equally split.
5. The employee cannot also be the 'decision-maker' or 'influencer', ie the person responsible for appointing the successful candidate. The Clinical Director, Human Resources Manager or any member of senior management, for example, would not be eligible.
6. The granting of any award will be at the sole discretion of the CEO.
7. The award will be granted at the end of the candidate's first three or twelve months, as applicable and will be paid at the next available schedule / payroll date. ■

Justine King
Human Resources Manager
ADP Dental Company Ltd

Spotlight on: HR

I have already had the pleasure to talk or meet with many of you.

But for those of you who I haven't, I shall briefly introduce myself. I have been working in Human Resources for the last five and half years and am fully qualified. I have always worked as a generalist, which means that I've been involved in all areas of HR rather than having a particular specialism. My background is predominantly within the IT industry so please bear with me while I get to grips with the world of dentistry.

I have experience of most areas of Human Resources and am happy to provide advice and help wherever I can. In time I shall be reviewing some of the existing processes, procedures and policies as well as creating some new ones – this is

nothing to be alarmed about. It will hopefully create a smoother and more harmonious working place for all of us. But for now, my main focus is on recruitment and getting the HR records up-to-date. In doing this, I may need some assistance from all of you, as there is some paperwork, which is currently not on my files.

You can contact me at the Reigate office on 01737-229490 or on my



Justine King

mobile 07709-455379. Alternatively you can email and I shall respond as soon as possible. ■

Justine King, HR Manager

Epsom Music

Two of the regions leading musicians, Sarah-Jane Dale (Soprano) and Luisa-Maria Ovetto (Harp) have participated in a major sponsored "play-in" at 100 venues in Southern England in November 2003, over a seven day period.

This "play-in" is sponsored to raise funds for The Children's Trust Banstead. To obtain publicity for this major fund raising event Sarah has been looking for slightly unusual locations to play a short

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recital. The Epsom practice agreed to participate and staff and patients received a visit on November 25th at 1.40 approx. Sarah-Jane and Luisa-Maria have played many of the major venues including The Royal Opera

House, Royal Albert Hall and English National Opera, as well as major venues in Europe.

Adding Epsom surgery to the C.V. looks, well, interesting!



59 Reigate Rd
Reigate
Surrey
RH2 0QT

Phone: 01737 221020
Fax: 01737 229499

ADP
*Offering Affordable,
High Quality Dental Care*